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Job satisfaction, psychological contracts, and turnover intention: Role of social support as a mediator



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ABSTRACT

Employee turnover is a classic problem that is often faced by entrepreneurs. The behavior of employees who move from one company to another can be an indication of employee dissatisfaction with the company and the lack of good relations between employees and the company. Social support can increase the likelihood that employees will be tied to work as social support can help individuals overcome work problems. The purpose of this study was to determine the relationship between job satisfaction and psychological contracts on turnover intentions with social support as a mediator variable. The sample of this research was 274 retail company sales employees in Purwokerto. Data were collected using the work satisfaction scale, psychological contract scale, and turnover intention questionnaire. The results showed that there was no effect on job satisfaction and Psychological contracts on Turnover Intention by using social support as a mediating variable, VAF was less than 20%. While the relationship between psychological contracts and turnover intention is significant.

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Introduction

Companies compete in finding the best and right strategies and policies that can be used as alternatives to achieve company goals. Modern retail business is a very promising business opportunity in the competitive globalization era. Retail is one way of marketing products that includes all activities that involve selling goods directly to end consumers for personal and non-business purposes. The success of retail companies in the midst of pressure and competition is quite sharp, not separated from the quality and performance of human resources. Qualified individuals is the main support for the smooth running of activities within a company.

Qualified individuals are individuals who have good work performance. But not all individuals are able to obtain satisfactory work performance. The success of a company depends on the performance quality of the employees (Olivia, 2014). Human resources are seen as important company assets because humans are dynamic resources and are always needed in every process of producing goods and services. Human resources can influence organizational efficiency and effectiveness (Simamora, 2006). Companies need to manage human resources efficiently and effectively by implementing appropriate human resource policies. The application of inappropriate policies can adversely affect employee work attitudes, such as turnover. If the company does not realize the importance of maintaining human resources, then many employees will opt out and result in a high turnover rate. Turnover intention is defined as an intermediary factor between attitudes that affect the intention to stop and actually stop from an organization (Glissmeyer, Bishop, & Fass, 2008). Turnover can be caused by several things related to individual factors, namely the needs held, the values adhered to, and the personality of the employee concerned, as well as factors that relate to outside employees, such as work colleagues,

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superiors, and applicable company policies. Tnay et al. (2013) stated that in the current work environment, the subject matter of employee turnover has increased tremendously.

The purpose of this study was to determine the relationship between job satisfaction and psychological contracts on turnover intentions with social support as a mediator variable. The sample of this research was 274 retail company sales employees in Purwokerto. Data were collected using the work satisfaction scale, psychological contract scale, and turnover intention questionnaire. This study continues with a literature review of theoretical and empirical studies in the field. Additionally, the research methodology has been developed in the research and method part. Following this section, research findings and implications are presented. Finally, the study concludes with major key points and recommendations in the last part.

Literature Review

Human resources are seen as important company assets because humans are dynamic resources and are always needed in every process of producing goods and services. Human resources can influence organizational efficiency and effectiveness (Simamora, 2006). Companies need to manage human resources efficiently and effectively by implementing appropriate human resource policies. The application of inappropriate policies can adversely affect employee work attitudes, such as turnover. If the company does not realize the importance of maintaining human resources, then many employees will opt out and result in a high turnover rate. Turnover intention is defined as an intermediary factor between attitudes that affect the intention to stop and actually stop from an organization (Glissmeyer, Bishop, & Fass, 2008). Turnover can be caused by several things related to individual factors, namely the needs held, the values adhered to, and the personality of the employee concerned, as well as factors that relate to outside employees, such as work colleagues, superiors, and applicable company policies. Tnay et al. (2013) stated that in the current work environment, the subject matter of employee turnover has increased tremendously. This is reinforced by the results of a survey at one retail company in Purwokerto which also showed a high turnover rate, shown in table 1.

Table 1: Turnover of PT X Employees in 2017

Month	Number of Turnovers
April	25 %
May	8 %
June	0 %
July	8 %
August	33 %
September	25 %

Source: PT X Personnel Section

Harnoto (Sianipar & Haryanti, 2014) states that turnover intentions are characterized by various things involving increased absenteeism, being lazy to work, increasing violations of work order, increasing protests against superiors and positive behavior that is very different from usual. According to Ghiselli, Lopa, and Bai (2001), the most important construction in trying to understand turnover is job satisfaction. As stated by Hom and Griffeth (1995), the relationship between satisfaction and absence is weaker than the relationship job satisfaction and intention to move.

Job satisfaction and dissatisfaction is a function of the relationship that is felt between what someone wants from someone's work and what he feels like an offer or obligation. As stated by Robbins and Judge (2013), when people talk about employee attitudes, they usually mean job satisfaction. Job satisfaction means having positive feelings about a job. Job satisfaction is a very important issue for researchers of organizational behavior because someone with a high level of job satisfaction feels positive feelings about his work. However, people with low levels have negative feelings.

Studies in the retail sector have also shown a similar pattern of findings. Arnold and Landry (2006) and Saks (2006) for example, found a negative and significant relationship between job satisfaction and turnover intentions. Similarly, job dissatisfaction has been found to be positively and significantly related to turnover intentions among retail employees (Menon, 1994). Overall, although limited, studies in the retail context have drawn some things similar to findings from other industries. In general, research on job satisfaction and turnover intentions has consistently provided evidence that dissatisfied employees tend to have the intention to leave their organizations and seek alternative employment. If opportunities are not available at any given time, employees may be emotionally or mentally "withdrawn" from the organization (Lok and Crawford, 2004). This is certainly not desirable for customer-oriented retail businesses because research has found that the level of employee satisfaction is positively related to customer satisfaction (Rogers, et al., 1994).

Turnover intention is defined as an intermediary factor between attitudes that influence the desire to stop and actually quit an organization (Glissmeyer, Bishop, & Fass, 2008). According to Bunderson, 2001; Lum, Kervin, Clark, Reid, & Sirola, 1998; Raja et

al., 2004; Robinson & Rousseau, 1994; Shore & Barksdale, 1998; Tekleab et al., 2005) one of the factors that cause turnover intentions is a violation of psychological contracts. When employees consider their employer to violate a psychological contract, they view their relationship with their boss as unbalanced (Stoner et al., 2011).

Psychological contracts are needed to improve reciprocal relationships between leaders and employees because if there are employees with high psychological contracts, the consequence is that it will increase productivity and success. Denisi, Cafferly and Meglino (in Hui, et al., 2000) state that supervisors will pay more attention to subordinates' real behavior than unrealistic behavior. Psychological contracts are understood as a tangible form of employee contributions. Employees who exhibit high psychological contracts can receive prizes in the form of high rankings by supervisors (eg promotion opportunities) rather than employees showing low-level psychological contracts. Psychological contracts are defined as employee perceptions of the realization of reciprocal obligations to the company, and mutual benefits. A psychological contract is a reciprocal bonding relationship between workers and employers (Rousseau, 1989).

Researchers Firth, Mellor, Moore, and Loquet (2004), believe that intention is the most urgent determinant of actual behavior. The study found that the behavior carried out individually to stop was more likely to leave the organization. Gregory, et al (2007) supports the idea that turnover intention has been found to be a strong predictor of personnel turnover in the industry and theoretically believed to be an important antecedent for turnover.

Social support can be the best way to increase self-confidence and self-esteem. Social support can increase the likelihood that staff members will be tied to the job (Lambert et al., 2010). Family and friend social support relate to the perception by staff that other important non-work people care and help them in work problems (Lambert et al., 2010). Family and friends are the main social support for people outside the workplace (Adams, King, & King, 1996). This form of support can help individuals overcome work problems (Kurtz, 2008). In addition, having positive social support from family and friends about work can lead to positive feelings about their lives and work (Kwok, Cheng, & Wong, 2014).

Based on the description above, turnover intentions are very important to be examined based on factors of job satisfaction and psychological contracts, and social support as mediator variables.

Turnover Intention

Turnover intention is one's behavioral intention to quit. According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organisation subjectively assess that they will be leaving the organisation in the near future (Mowday, et al., 1982). Intention to depart from an occupation is a much more difficult decision than to leave the job (Blau, 2000).

Meanwhile Souza-Poza and Sousa-Poza (2004) defined 'intent to leave' as thereflection of the (subjective) probability that an individual will change his or job within a certain time period and is an immediate precursor to actual turnover. Johnsrud and Rosser (1999) and several studies found that researchers always used intention as a proxy for actual turnover because of difficulties to study it (Steers, 1981). The validity of studying intentions in the workplace can be also be drawn from Sager (1991) longitudinal study of sales people in which intention to quit has found to discriminate effectively between leavers and stayers.

Researchers such as Ajzen and Fishbein (1990); Igabaria and Greenhouse (1992) cited from Firth, Mellor, Moore and Loquet (2004); believed that intentions are the most immediate determinants of actual behaviour. The study found that, the more individual implemented behaviour to quit the more likely he/she will leave the organization. Gregory (2007) supported the idea that behavioural intention to quit has been found to be strong predictor of personal turnover across industries and theoretically is believed to be an important antecedent to turnover.

According to Steers and Mowday (1981), individuals' turnover decision, generally, have been characterized as rational choices individual make regarding their current job and organization. Park and Kim (2006) added, a worker's intentions to leave an organization include mere thoughts of quitting the organization (thinking and quitting), and statements by the worker that he/she actually wants to leave the organization (intent to leave). Nevertheless, behavioural intention to quit has found to be strong predictor of personnel turnover across industries and theoretically is believed to be important antecedent to turnover (Gregory et. al. 2007).

Turnover intention is the final stage before the actual turnover takes place. Arnold and Feldman (1982) supported the idea that turnover intention is the final cognitive variable immediately preceding and having direct casual impact on turnover. Bigliardi, Petroni and Ivo Dormio (2005), indicated that turnover is motivated by the dissatisfaction of the individual with some aspect of the work environment (including the job, co-workers or organization), or the organization with some aspect of the individual, such as poor performance or attendance. Hence, an employee with high withdrawal intention to leave the organization might finally leave his / her occupation.

Job Satisfaction

Locke (1976) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Weiss (2002) contends job satisfaction is the summative positive and negative emotions arising from the job. Simply, job satisfaction is “the extent to which people like their jobs” (Spector, 1996). While job satisfaction is deemed an attitude rather than a behavior, Robbins (2001) also defined it as a general attitude toward one’s job; the difference between the level of reward workers receive and the level of reward they believe they should receive.

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye *et al.*, 1994). An employee tends to react negatively towards their job which caused withdrawal of behaviour and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Locke, 1976 defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one’s job experiences. Therefore, keeping one person happy in their work is intuitively appealing to employers in any organization.

Job satisfaction is seen as consisting satisfaction with different aspects of the job and work situation (Falkenberg & Schyns, 2007). Job satisfaction also can be seen as a result of a behavioural cycle; it can be seen as a cause of behaviour; or it can be seen as a part of a regulation system in which the evaluation of result leads to decisions concerning whether or not changes are made (Thierry, 1998).

As stated by Schultz and Shultz, job satisfaction is influenced by many work-related factors and it depends on the workers’ sense of fulfilment that they get from their daily work. This is supported by Carrell, Kuzmits and Elbert (1992) that the work itself, co-workers, supervision and opportunities to grow mostly influence the job satisfaction of the workers. The recent research done by Seta *et al.* (2000) also found that the nature of the works, the reward systems, relation with co-workers and supervision would contribute to the job satisfaction.

Psychological Contract

Many researchers have sought to define a psychological contract and most of these definitions have echoed similar themes, which include expectations, beliefs, reciprocity, and obligations. For the purpose of this research, the definition that will be utilized states that a psychological contract is an employee’s belief in a reciprocal obligation between the employee and the organization (Rousseau, 1989). Researchers have agreed that a psychological contract is subjective in nature in that it depends on the employee’s point of view regarding what obligations the organization must fulfill (Rousseau, 1995). As Rousseau (1989) contends, this contract becomes an essential element to the relationship between the employee and the organization because it affects employee job outcomes.

The development of a psychological contract begins with subjective points of view that the job applicant holds and can be predicated by the belief that there will be

reciprocity once the job applicant is hired (Hess & Jepsen, 2009). Rousseau (1989) first defined the nature of a psychological contract, how a contract develops and evolves, what is needed to maintain a contract, and how a psychological contract can be violated. Rousseau noted that during the initial development of a psychological contract, the organization has either paid for or has offered some sort of consideration in exchange for the promise that the employee will reciprocate. An example of this initial exchange would be the early interaction between the job applicant and the organization in which there is an offer of a job and the job applicant’s acceptance of employment. The promises and consideration are both subjective, and the employee normally assumes that the contract is made in good faith, fair dealing, and trust. As part of this interaction, the organization is remunerating an employee to fulfill a set of responsibilities and the hiring manager assumes the employee has been truthful in his or her representation of skills and abilities in order to fulfill a particular role in the company. This initial exchange of promise and consideration sets the stage for the relationship between the employee and the organization.

After the employee begins working at the organization, reciprocal expectations are formed and may contain a range of assumptions, including a mutual understanding that hard work will result in continued employment. Consistent patterns of inducements and contributions over time reinforce the mutual understanding and then lead to the building of trust between the employee and the organization. This leads to the employee’s belief that the organization is obligated to continue employment into the future as long as the employee performs well and contributes to the organization’s wellbeing (Rousseau, 1989).

Within a psychological contract, it is possible that the employee and the organization may perceive the obligations or expectations differently. For example, the employee may believe that hard work is defined as diligently completing all assigned tasks during the normal 40-hour work week; however, the organization may only reward those who work in the evenings or weekends as well as the normal 40-hour work week. Although an organization may have expressed expectations or standards for work performance, it is important to emphasize that organizations themselves cannot perceive a psychological contract. Managers may perceive a psychological contract with an employee; however, only employees have psychological contracts, not organizations (Rousseau, 1989).

Social Support

Social support refers to a network of connections with other human beings that can provide assistance, support, and help for a person (Lambert, Altheimer, & Hogan, 2010). A lack of social support can lead employees to feel isolated and alone at work, exacerbating the effects of workplace stressors (Ileffe & Steed, 2000). In addition, social support can provide resources for people to deal more effectively with stressors, ultimately reducing job stress (Neveu, 2007).

Furthermore, social support is a valuable resource because it provides psychological support, assistance, feedback, and motivation for employees (Lambert et al., 2010). Most people are social creatures, and social support can be a positive element for employees (Cohen et al., 2000), but its benefits extend to both employees and employers. Social support systems can allow innovation to occur, which can result in quicker solutions to workplace issues, allowing work to become more productive and enjoyable. Conversely, a lack of social support can be seen as a form of resource depletion for prison workers, detracting from positive outcomes from work. Social support can be an excellent way to boost self-confidence and self-esteem (Lambert et al., 2010). Social support can increase the likelihood that a staff member will bond with the job. In addition, the positive experiences with support can result in greater satisfaction from the job. Based on the social exchange theory, affective commitment arises due to positive work experiences that allow individuals to see the organization in a favorable light (Colquitt et al., 2013).

The social support's major forms are administrative support, supervisory support, coworker support, and family and friends support. Support from coworkers, supervisors, and management represents intra-organizational social support systems, while support from family and friends represents an extra-organizational support system (Lambert et al., 2010).

Research and Methodology

This research uses quantitative methods. The subjects in this study were 274 employees of Retail Company sales staff in Purwokerto. Data collection methods used were the scale of job satisfaction, psychological contract scale, social support questionnaire, and turnover intention questionnaire.

The job satisfaction scale developed by Spector (1997) was designed based on nine aspects, namely salaries, promotions, superiors, additional benefits, awards, work rules, and procedures, work colleagues, work itself, and communication. The Contract Scale of Psychology, developed by Dwiyanti (2006) consists of three dimensions, namely Transactional, Relational, and Balance. The social support questionnaire, developed by Lambert (2016) consists of four types, namely administrative/organizational support, supervisor support, co-worker support, and family support. Turnover intention questionnaire consists of three items that measure the intention of respondents to quit their jobs. Turnover intention items were adopted from Khatri, Fern, and Budhwar (as quoted by Yücel, 2012).

Subjects responded to all items based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). In this study, the job satisfaction questionnaire has alpha reliability of 0.900, the psychological contract scale has alpha reliability 0.893, while the social support questionnaire has alpha 0.857 reliability and the turnover intention questionnaire has a reliability of 0.895. The data analysis used is Partial Least Square (PLS) analysis technique with the SmartPLS 3.0 program.

Results and Discussion

Description of research demographic data can provide information about research subjects on the variables studied. The demographic data in detail are explained in the table below:

Table 2: Characteristics of Respondents

Description	Frequency	Percent	Mean	SD
Gender :				
Male	130	47,4 %		
Female	144	52,6 %		
Total	274	100 %		
Marital Status :				
Married	167	60,9 %		
Single	107	39,1 %		
Total	274	100 %		
Age			28	6.77
Work Experience			5.7	3.69

Based on the characteristics of the respondents, the majority of the 274 respondents were women (52.6%), and married respondents were 167 (60.9%). The average age of respondents is 28 years and the average work experience is 5.7 years.

In this study hypothesis testing used Partial Least Square (PLS) analysis techniques with the SmartPLS 3.0 program. Following is the scheme of the PLS program model that was tested:

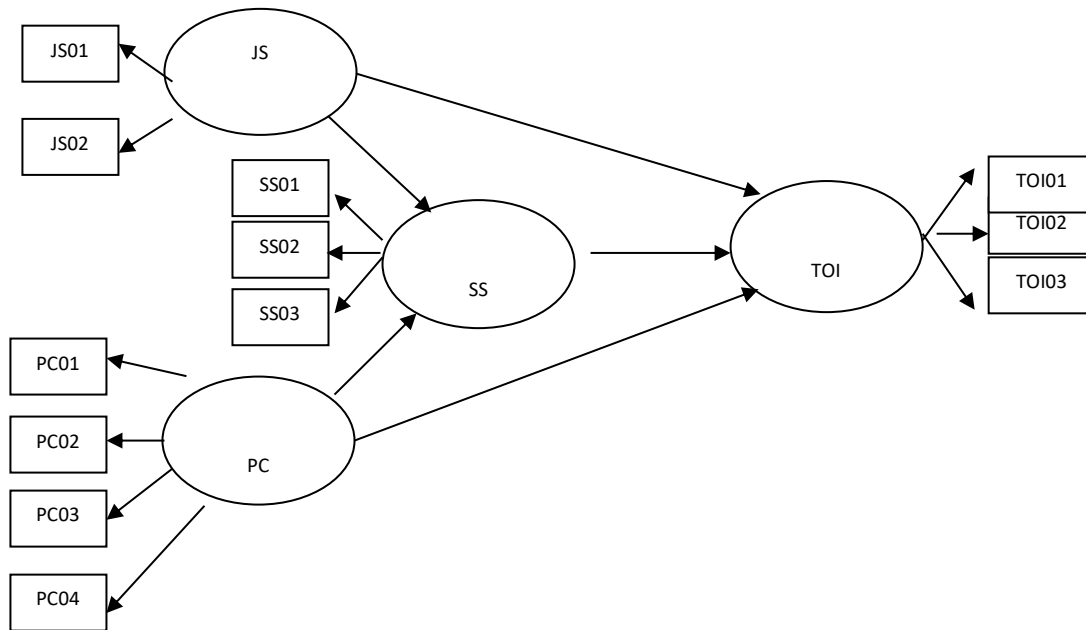


Figure 1: The Research Model

The measurement model was evaluated by assessing the convergent validity, which is measured by loading, the average variance extracted (AVE) and the composite reliability (CR) result. The result revealed good items loading above the recommended threshold (0.7) by Hair, et al (2014). The items which showed lower than 0.7 were dropped. The result of the average variance extracted (AVE) indicates a value above 0.5 recommended threshold (Hair, et. al.,2006). Composite Reliability (CR) is a part that is used to test the reliability value of an indicator on a variable. Reliability testing with composite reliability can be strengthened using alpha cronbach values. The recommended minimum composite reliability value is 0.70, although the value of composite reliability from 0.60 to 0.70 can still be considered acceptable (Hair, Ringle and Sarstedt, 2011). The summary of the measurement model in this study is presented in Table 3 below.

Table 3: Result of measurement model

Latent Variable	Items	MV	SD	Outer Loading	Cronbach's Alpha	CR	AVE
Job Satisfaction							
	JSF03	3.61	0.73	0.895	0.879	0.725	0.784
	JSF18	3.54	0.85	0.876			
Psychological Contract							
	PC09	3.13	0.81	0.768	0.864	0.790	0.614
	PC10	3.45	0.77	0.816			
	PC16	3.86	0.68	0.803			
	PC23	3.42	0.63	0.747			
Social Support							
	SS02	3.42	0.74	0.772	0.868	0.771	0.687
	SS11	3.5	0.73	0.855			
	SS13	3.67	0.70	0.857			
Turnover Intention							
	TOI01	2.30	0.83	0.908	0.903	0.839	0.756
	TOI02	2.41	0.79	0.877			
	TOI03	2.41	0.87	0.821			

Note: Mean value (MV); Standard deviation (SD); Composite reliability (CR); Average variance exchange (AVE).

Based on the results of testing the measurement model shown in table 3, all indicators have a loading factor and AVE above the threshold, which are 0.70 and 0.50 respectively, so the data above shows all indicators declared feasible or reliable for research use.

In order to test the constructs' convergent and discriminant validity, additional analyses were run by comparing the AVE and correlation between constructs. A comparison of the correlation with the square root of AVE (as shown in bold in Table 3) indicates that the correlation between two constructs is less than the square root of AVE of both groups. This means that discriminant validity exists (Hulland, 1999). Therefore the results supported adequate convergent and discriminant validity of the constructs in the model.

Table 4: Discriminant validity assessment

	Job Satisfaction	Psychological Contract	Social Support	Turnover Intention
Job Satisfaction	0.886			
Psychological Contract	0.525	0.784		
Social Support	0.515	0.636	0.829	
Turnover Intention	-0.363	-0.461	-0.318	0.869

Hypothesis testing is done to analyze the causal relationship (causality) between the variables in the model based on critical ratio values (CR). In the case of PLS-SEM, CR is known as the t-stat value. The T-value is obtained through a bootstrap routine and must be more than 1.96 (Chin, 1998). If the t-stat value is higher than 1.96 (sig. 5% two sides) and has a positive relationship (see hypothesis), the hypothesis is supported. The results of hypothesis testing can be observed in Table 5.

Table 5: Results of the structural model analysis.

Relationship	Std Beta	Std Error	t-value	P Values	Decision
JSF > TOI	-0.135	0.077	1.742	0.082	NS
PC > TOI	-0.243	0.091	2.680	0.008	Supported
SS > TOI	0.054	0.085	0.635	0.526	NS
JSF > SS	0.227	0.067	3.394	0.001	Supported
PC > SS	0.455	0.060	7.001	0.000	Supported

Notes: *Significant at $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; ns = not significant.

Table 6: Mediation analysis results

Hypothesis	Relationship	Std Beta	Std Error	t-value	P Values	VAF	95% Confidance Interval	Decision
H3	JSF > SS > TOI	0.012	0.021	0.582	0.561	-0.097	(-0.024, 0.062)	NS
H4	PC > SS > TOI	0.025	0.039	0.627	0.531	-0.110	(-0.052, 0.102)	NS

Notes: *Significant at $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; ns = not significant.

Based on the results of the structural model in this study (table 5), it shows that there is a significant relationship of Psychological contract with Turnover Intention, which is shown by the Psychological contract ($\beta = -0.243$, $t = 2.680$, $p = 0.008$), so the hypothesis is supported. The results of this study support Collins (2010) research showing that psychological contracts significantly influence turnover intention. Chin and Hung (2013) consider it necessary to reduce the turnover intention level by considering the psychological contract and increasing the resilience of employees facing difficulties.

Whereas job satisfaction ($\beta = -0.135$, $t = 1.742$), and social support ($\beta = 0.054$, $t = 0.635$) are not supported for Turnover Intention. Based on the testing of the mediation hypothesis as shown in table 6, the results of the effect of direct job satisfaction on Turnover Intention are not significant ($P\text{-Value} > 0.05$), while the direct effect of the Psychological contract on Turnover Intention is significant ($P\text{-value} < 0.05$). Thus the first step in the procedure for testing the mediating effect for job satisfaction is not fulfilled, while for the Psychological contract variable it is fulfilled and can be continued in the next stage. The next step is the influence of independent variables with mediating variables must be significant. Based on the results in table 5, it can be seen that the effect of Psychological contracts on social support is significant ($P\text{-value} < 0.01$), while the effect of job satisfaction, on social support is not significant. ($P\text{-values} > 0.05$).

The next step is to look at the VAF value to see the amount of variance in Turnover Intention variables that can be explained by the Psychological contract variable through social support variables. The result shows that VAF is 11%. So it can be concluded that the effect of Psychological contracts on Turnover Intention by using Social Support as a mediating variable has no effect because the value of VAF is less than 20%. If the VAF value is above 80%, indicates full mediation (full mediation). If the VAF is worth 20-

80%, it can be categorized as a partial mediator (partial mediation). The value of VAF if less than 20% can be concluded that there is almost no mediating effect (Hair et al., 2013).

Conclusions

The results of this study are not in accordance with previous studies. According to Lambert et al, (2010) social support can increase the likelihood that staff members will be tied to work. Many studies conducted among employees in western countries consistently also show a negative and significant relationship between job satisfaction and turnover intention (Duraisingam et al., 2009). Likewise, research conducted in Eastern countries, for example in China also supports the general notion of a negative relationship between job satisfaction and turnover intentions among employees (Yang, 2008). It is, therefore, reasonable to conclude that regardless of the differences between the two cultures, job satisfaction is negatively related to turnover intention among employees. However, this is different from the results of research conducted in Indonesia that job satisfaction is not related to turnover intentions. Especially in Javanese society, the characteristic that is quite typical of Javanese society is harmony and respect. Pillars are interpreted as a harmonious state without disputes and contradictions while respect means awareness of places and tasks so that harmonious unity is created (Magnis and Suseno, 2003).

The results can be concluded that there is a significant relationship between Psychological contracts with Turnover Intention. Further results also show that there is a significant relationship between job satisfaction and psychological contracts with social support. Based on the mediation analysis, the effect of job satisfaction, psychological contract on Turnover Intention with social support as a mediating variable has no effect.

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